

---

# THE NATIONAL CADET ADVISORY COUNCIL

## ***RECOMMENDED CHANGES:***

### ***CAPR 52-16*** ***CHAPTER 3*** ***CADET ADVISORY COUNCIL***

2009-2010 Term



---

*“Representing Cadets Across the Nation”*  
*“Leading the Forefront of Today’s Cadet Program”*



**NATIONAL CADET ADVISORY COUNCIL  
HEADQUARTERS  
CIVIL AIR PATROL, UNITED STATES AIR FORCE AUXILIARY  
105 S. HANSELL ST, BLDG 714  
MAXWELL AFB AL 36112-6332  
[www.cac.cap.gov](http://www.cac.cap.gov)**



9 March 2010

MEMORANDUM FOR THE NATIONAL EXECUTIVE COMMITTEE

FROM: C/Lt Col Zachary King

SUBJECT: Recommended Changes to CAPR 52-16, Chapter 3, Cadet Advisory Councils

1. Over the course of our term, this Council has identified several sections of CAPR 52-16's Chapter 3 on Cadet Advisory Councils that are in need of revision. These sections need to be updated to reflect the current practices and functionality of today's Cadet Advisory Councils.
2. Our primary recommendation is with section 3-4c. Term of Office, a. Duration, *i.e.* "term limits." We feel that the current regulation does not constitute a best practice in today's Cadet Advisory Councils, and we feel that the current two year limit per echelon is detrimental to term continuity. The Cadet Team at National Headquarters has indicated that an action by the National Executive Committee or the National Board is required for this change to be instated, thus we are submitting the attached recommendations for your review.
3. Overall, our changes center around guaranteeing maximum representation of cadets in the program and preserving the continuity of councils from term to term. By requiring commander to appoint a primary and assistant representative to each echelon, as such assignment is currently optional, we can ensure that, from the very start of each term, the CAC is in a position to fulfill its mission of advising commanders on the state of the cadet program in all areas of the nation. Furthermore, by removing the two year term limit at each echelon, we are promoting continuity between councils, allowing those cadets with experience to guide and mentor cadets serving for the first time.
4. Attached to this memorandum, an overview of support for changes, our suggested revisions to the regulation, and a proposed agenda item can be found.
5. We, as a Council, ask for your support in ratifying these changes, which we believe will better serve the operation of the National Cadet Advisory Council and of councils at all echelons.
6. If you have any questions or concerns about this request or need further clarification, do not hesitate to contact me via email at [zachary.king@cac.cap.gov](mailto:zachary.king@cac.cap.gov) or telephone at (856) 305-9984.

ZACHARY Z. KING, C/Lt Col, CAP  
Chairman

Attachments:

- Overview of Support for Changes
- CAPR 52-16 Changes
- Proposed NEC Agenda Item (Draft) – Sponsor Requested



*"Representing cadets across the nation"  
"Leading the forefront of today's cadet program"*

## **OVERVIEW OF SUPPORT FOR CHANGES:**

Cadet Advisory Councils have great potential to advise commanders and directors of cadet programs at all echelons on the current issues and challenges facing today's cadet program. While maintaining their advisory nature, Councils can work to develop and present the cadet opinion on such issues as well as initiate new ideas and concepts for improvements and new programs.

In theory, the CAC system when utilized can be highly effective in impacting the cadet program; however, the practical application of the system is not as easily accomplished. These recommended changes to the regulation enhance the CAC system's ability to operate and make that theory more practically attainable.

## **REPRESENTATION:**

It is the responsibility of the National Cadet Advisory Council to represent the opinions and best interests of each one of the over 24,000 cadets in our organization.

At the current moment, we have the highest level of representation that the NCAC has seen in years; however, it has taken seven months of this term to achieve that representation. Starting off a term with 100% representation at each echelon would be of great benefit to the NCAC's efficiency, thus, to the Council's progress and impact on improvements for the cadets in the program during each term.

Cadet Advisory Councils can provide a means of reciprocal communication for cadets, for the sharing of announcements, developments, and other official information. The latest updates from National Headquarters and best practices can be passed through the communication channels. Cadet Advisory Councils can also work to reinforce standardization at all levels, assisting with the interpretation of regulations and guidelines that are often ambiguous and confusing.

We need commanders' support at all echelons to ensure the utilization of Cadet Advisory Councils. By ensuring that the positions are filled at the beginning of each term, we are ensuring that every cadet has a voice in improving their cadet program and that the view of every cadet can be considered.

## **CONTINUITY:**

As it stands, cadets are only able serve two years at each echelon. This is not the best practice of today's Cadet Advisory Councils, and the two-year limit is detrimental to council continuity.

A cadet could serve as an assistant or a primary representative during their first term, and if the cadet aspired to ever serve as chair, he or she would have to run for election to chair during that very next term or forfeit his or her chance of serving. A third year to serve as chair after serving as a representative is not authorized by the current regulatory mandate.

So as not to withhold the opportunity from another up-and-coming cadet, we have suggested a four-year limit at each echelon and two-year limit per position. We feel that this promotes mentorship and stable progression, while maintaining continuity.

The following chart outlines the opportunities for cadet progression through CAC echelons if the proposed changes are instated.

POSSIBLE CADET ECHELON PROGRESSION							
Region						Primary Rep	Primary Rep
Wing					Asst. Rep		
			Vice/Rec	Vice/Rec	Chair		
			Primary Rep	Primary Rep			
Squadron	Asst Rep	Asst Rep					

#### MISCELLANEOUS:

All instances of the term “chairperson” should be replaced with the term “chair.” Use of the term “chairperson” is not endorsed by the National Association of Parliamentarians.

#### INTERPRETING THE FOLLOWING SUGGESTED REVISIONS:

In the next section of this packet, our suggested revisions to CAPR-52-16 can be found.

The following guidelines outline the means of interpreting the revisions:

- Suggested omissions are indicated in red and surrounded by parentheses:  
(suggested omission).
- Recommended additions to the regulation are indicated in blue and surrounded in brackets: [recommended addition].
- The original text of the regulation remains in black.
- Minor changes are listed within the current paragraphs. More extensive changes are shown within a box.
- If the majority or all of an entire paragraph is revised, the original text is shown first, then the paragraph is shown again with revisions, surrounded by a box.

## CHAPTER 3 – CADET ADVISORY COUNCILS

**3-1. Purpose.** Cadet Advisory Council (CAC) will be established at the national, region and wing levels. Group commanders may establish CACs, with the wing commander's discretion. The three purposes of the CAC are to:

- a. Provide an organization where cadets gain leadership experience at higher organizational levels.
- b. Aid the commander in monitoring and implementing the Cadet Program.
- c. Make recommendations for improving and running the Cadet Program.

[d. Provide a means of reciprocal communication for cadets, for the sharing of announcements, developments, and other official information.]

For additional guidance on the CAC program, see CAPP 52-19, *Cadet Advisory Council Guide*.

### 3-2. Composition.

**(a. Allotment of Seats.** Commanders may appoint one primary representative and one assistant to serve on the CAC at the next higher echelon.)

**[a. Allotment of Seats.** Commanders must ensure that a primary representative and assistant representative are selected each term to serve on the CAC at the next higher echelon. The selection process may be done in the form of an appointment or an election by the council with the Commanders approval.]

(1) *Region commanders* appoint a national CAC representative and assistant. Only Phase IV cadet officers or Spaatz cadets from their region are eligible.

(2) *Wing commanders* appoint a region CAC representative and assistant. Only cadet officers from their wing are eligible.

(3) *Composite and cadet squadron commanders* should appoint a wing (or group) CAC representative and assistant. Squadron commanders should appoint only cadet officers from their unit. However, if the squadron does not have a cadet officer, the commander may appoint any cadet from the unit(, or leave the position vacant).

**b. Authorization.** Commanders appoint their primary and assistant representatives by sending a completed CAPF 2a, *Request for and Approval of Personnel Action*, (or an e-mail), to the director of cadet programs at the next higher echelon. In the remarks section, include the cadet's mailing address, phone number, and e-mail address.

**b. Authorization.** Commanders appoint their primary and assistant representatives by sending a completed (a) CAPF 2a, *Request for and Approval of Personnel Action*, (or an e-mail) [and by assigning them to the corresponding duty assignment in e-Services; electronic notification, such as an e-mail, can temporarily supplement but not ultimately replace the submission of a CAPF 2a] to the director of cadet programs at the next higher echelon. In the remarks section, include the cadet's mailing address, phone number, and e-mail address.

**c. CAC Officers.** The CAC will have a cadet chair(person) and a vice chair(person) and/or recorder. The echelon commander may appoint cadets to these positions, or allow the council to fill them through elections. [Cadets are limited to serving one term in each of the officer positions.]

(1) To be appointed or elected chair(person), the cadet should have served on the CAC during the previous term. This promotes continuity between councils.

(2) For the national CAC, the National Commander appoints the chair(person), upon the recommendation of the senior member advisor[, after a general election by the council].

(3) If a primary representative is elected or appointed chair(person), the commander of the affected unit should appoint another cadet to replace him or her as the unit's primary representative.

[(4) The Chair may serve as the assistant representative to the next higher echelon; however, the chair should not serve as the primary representative or hold an executive office on the council of next higher echelon.]

**d. Frequency of Meetings.** Each council will convene as specified b[y] the respective echelon commander. However, councils (will) [should strive to] convene at least (twice annually) [once monthly]. Councils may conduct meetings electronically.

### 3-3. Duties.

**a. Advisory Nature.** The CAC has no authority to implement policy. Councils send their recommendations to the echelon commander, through the director of cadet programs, in the format of staff study reports or position papers.

**b. Service to the Echelon Commander.** The echelon commander, or CAC senior member advisor, may direct the CAC to deliberate on a particular Cadet Program issue (not related to an official complaint or the inspection program) and require the CAC to submit their recommendations in writing.

**c. Bylaws.** [Councils and] commanders may establish a Constitution & Bylaws or an Operating Instruction for their echelon's CAC, without approval from National Headquarters. [The Constitution and Bylaws of the National Council should be used as the template for corresponding councils.] [Council bylaws may supplement, but should not supersede this regulation, nor the bylaws set forth by the National Council, which are approved by the National Commander.]

**d. Personal Conduct.** If any council member's performance or conduct drops below CAP standards, the appointing authority may revoke that individual's appointment and appoint a replacement.

**e. Role of Assistant Representatives.** Assistant representatives have no vote, unless the primary representative is absent. Assistants should participate in all CAC meetings, if logistically feasible.

**f. Voting Rights of the Chair.** Chair(person)s have no vote, except to break a tie.

### 3-4. Term Of Office.

**a. Duration.** Commanders appoint cadets to the CAC for a 1-year term of office. Commanders may re-appoint a cadet for only one additional term (at each echelon) [in each position]. No cadet will serve more than (two) [three] years at each echelon. [Serving as an assistant representative does not count as a term of service toward the limit.]

**b. Dates of Term.** The beginning and termination of the term of office will coincide with the beginning of the summer National Board meeting.

**c. Appointment Dates.** Commanders will appoint their CAC representatives no later than 1 July.

**3-5. Senior Member Advisors.** The echelon's director of cadet programs, or designee, will supervise the CAC and act as its advisor. An advisor, and preferably another senior member, must be present at all CAC meetings, per CAPR 52-10, *Cadet Protection Policy*. The advisor helps guide and counsel the CAC while allowing it to function as a forum for cadets.

**3-6. (Minutes & Agendas) [Agendas & Minutes].** The chair(person) will forward the CAC meeting agenda to all representatives and advisors at least 10 days prior to the scheduled meeting. The chair(person) will also ensure that minutes of CAC proceedings are forwarded to the CAC members, the echelon commander, and the next echelon's director of cadet programs within 30 days. For guidance on preparing meeting minutes and agendas, see CAPP 52-19.

**3-7. Reimbursement.** Each year, National Headquarters will allot funds to help offset the travel expenses of the primary [and assistant] representatives and the chair of the National CAC (NCAC).

**3-8. Awards.** During their term of office, primary representatives and CAC chairs may wear a shoulder cord (see Figure 3-1). Shoulder cords must be of the same style and shade stocked for CAP by Vanguard Industries (civilairpatrolstore.com). Upon successful completion of their term of office, primary representatives and CAC chairs may wear the CAC ribbon, with the approval of the echelon's director of cadet programs and commander[, upon the recommendation of the senior advisor].

**Figure 3-1. Awards & Identification for CAC Primary Representatives.**

Appointing Authority	CAC Echelon	CAC Ribbon Device	Shoulder Cord
Regions	National	Ribbon with gold star	Gold
Wings	Region	Ribbon with silver star	Blue
Groups or Squadrons	Wing	Ribbon with bronze star	Red
Squadrons	Group	Basic ribbon only	Green

**AGENDA ITEM - X**

**ED**  
Cadet Programs

**Action**

**SUBJECT: Revisions of CAPR 52-16, Chapter 3 – Cadet Advisory Councils**

Author: NCAC

**XXR/CC – Sponsor**

---

**INFORMATION BACKGROUND:**

At the Summer National Board Meeting in 2009, an agenda item was brought forth by the WIWG Commander calling for the abolishment of Cadet Advisory Council term limits. The National Cadet Advisory Council did not agree that term limits should be abolished and addressed the concerns brought forth. The item was assigned to the NCAC for further review. At the 2010 Winter National Board Meeting, the NCAC Chairman gave a report to the Board recommending changes to CAPR 52-16. After careful analysis of the best practices of Cadet Advisory Councils today, the National Cadet Advisory Council recommends that the changes herein be considered in revising Chapter 3 of CAPR 52-16.

**PROPOSED NEC ACTION:**

That the NEC approves the following changes to CAPR 52-16, Chapter 3:

1. The insertion of a paragraph 3-1, d, which states:

**d.** Provide a means of reciprocal communication for cadets, for the sharing of announcements, developments, and other official information.

2. The revision of paragraph 3-2, a, to say:

**a. Allotment of Seats.** Commanders must ensure that a primary representative and assistant representative are selected each term to serve on the CAC at the next higher echelon. The selection process may be done in the form of an appointment or an election by the Council with the Commanders' approval.

**(3)** ...However, if the squadron does not have a cadet officer, the commander may appoint any cadet from the unit. (Remove: “, or leave the position vacant”)

3. The revision of paragraph 3-2, b, to say:

**b. Authorization.** Commanders appoint their primary and assistant representatives by sending a completed CAPF 2a, *Request for and Approval of Personnel Action*, and by assigning them to the corresponding duty assignment in e-Services; electronic notification, such as an e-mail, can temporarily supplement but not ultimately replace the submission of a CAPF



**2a** to the director of cadet programs at the next higher echelon. In the remarks section, include the cadet's mailing address, phone number, and e-mail address.

4. The revision of paragraph 3-2,c, to include:

**c. CAC Officers.** The CAC will have either a cadet chair and a vice chair and/or recorder. The echelon commander may appoint cadets to these positions, or allow the council to fill them through elections. Cadets are limited to serving one term in each of the officer positions.

5. The revision of paragraph 3-2, c, (2), to say:

**(2)** For the national CAC, the National Commander appoints the chairperson, upon the recommendation of the senior member advisor, after a general election by the council.

6. The insertion of a paragraph 3-2, c, (4), which states:

**(4)** The Chair may serve as the assistant representative to the next higher echelon; however, the chair should not serve as the primary representative to the next higher echelon.

7. The revision of paragraph 3-2, d, to say:

**d. Frequency of Meetings.** Each council will convene as specified by the respective echelon commander. However, councils should strive to convene at least once monthly. Councils may conduct meetings electronically.

8. The revision of paragraph 3-3, c, to say:

**c. Bylaws.** Councils and commanders may establish a Constitution & Bylaws or an Operating Instruction for their echelon's CAC, without approval from National Headquarters. The Constitution and Bylaws of the National Council should be used as the template for corresponding councils. Council bylaws may supplement, but should not supersede this regulation, nor the bylaws set forth by the National Council, which are approved by the National Commander.

9. The revision of paragraph 3-4, d, to say:

**a. Duration.** Commanders appoint cadets to the CAC for a 1-year term of office. Commanders may re-appoint a cadet for only one additional term in each position. No cadet will serve more than three years at each echelon. Serving as an assistant representative does not count as a term of service toward the limit.

10. The revision of paragraph 3-7, to say:

**3-7. Reimbursement.** Each year, National Headquarters will allot funds to help offset the travel expenses of the primary and assistant representatives and the chair of the National CAC (NCAC).

11. The revision of paragraph 3-8, to say:

**3-8. Awards.** During their term of office, primary representatives and CAC chairs may wear a shoulder cord (see Figure 3-1). Shoulder cords must be of the same style and shade stocked for CAP by Vanguard Industries (civilairpatrolstore.com). Upon successful completion of their term of office, primary representatives and CAC chairs may wear the CAC ribbon, with the approval of the echelon's director of cadet programs and commander, upon the recommendation of the senior advisor.

12. The replacement of each instance in Chapter 3, *Cadet Advisory Councils*, of the word "Chairperson" with the word "Chair."

**ESTIMATED FUNDING IMPACT:**

None.

**CAP NATIONAL HEADQUARTERS' COMMENTS:**

**CAP-USAF HEADQUARTERS' COMMENTS:**

**ADVISOR / NATIONAL STAFF COMMENTS:**

**REGULATIONS AND FORMS AFFECTED:**

CAPR 52-16 Cadet Program Management.

CAPP 52-19 Cadet Advisory Council Guide.